

# Using Data to Drive Decisions & Improve Quality

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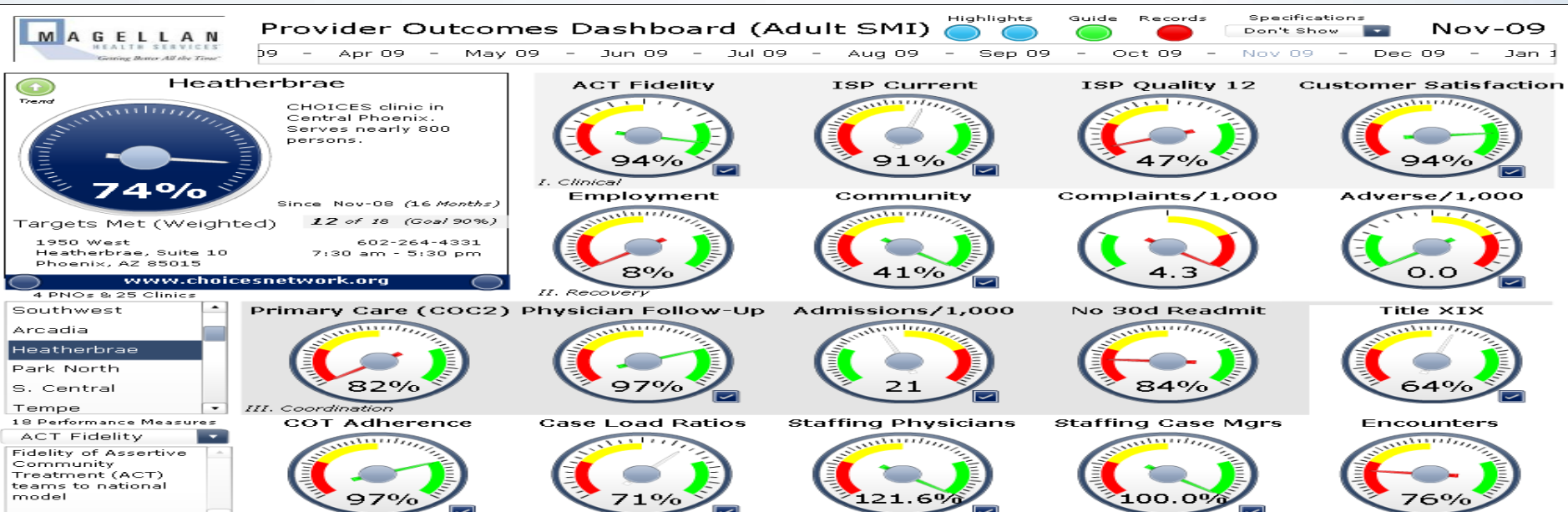
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# Session Objectives

1. Discuss how data can provide feedback to providers and drive decisions in behavioral health care;
2. List opportunities to acquire data relevant to meaningful outcomes;
3. Articulate the potential applications of outcomes-based dashboards;
4. Explore how data is currently used to continuously improve quality; *and*
5. Evaluate participant opportunities to better use data within their own organization.

# Overview

This session will examine how data can be used to improve quality in behavioral health systems of care. Within an era in which data is becoming increasingly available, the facilitators will explore how that data can provide meaningful feedback to providers and also contribute vital information to evolve a broader understanding of needs within boundaried populations.



# Quality Improvement Programs

## Questions that QI programs answer:

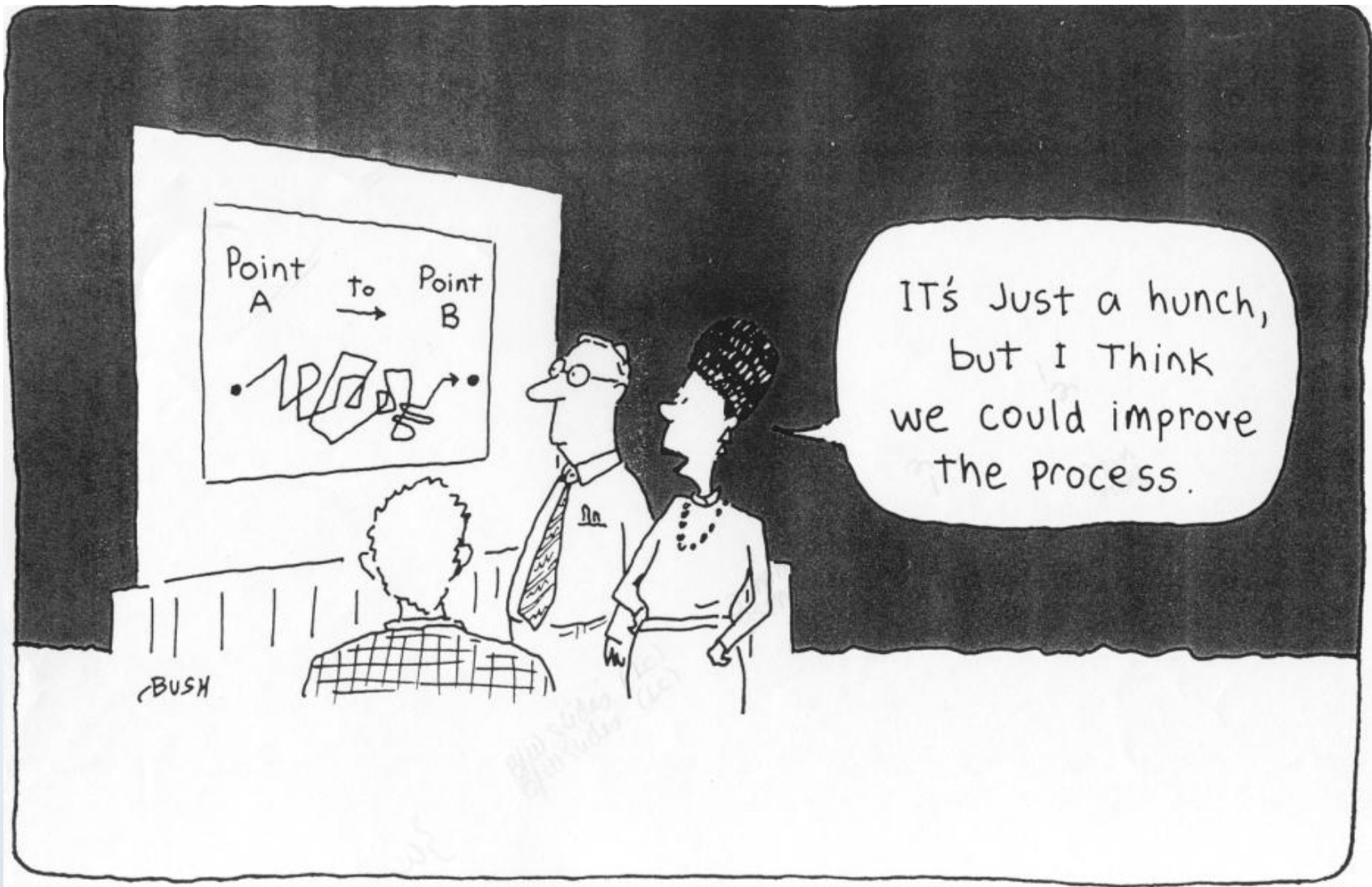
- Are we doing the right things?
- Are we doing things right?
- How can we be certain that it's done right the first time, every time?

## QI offers two general rules to answer those questions:

- To do the right things, the right way, the first time, every time, eliminate inappropriate variation
- Document continuous improvement

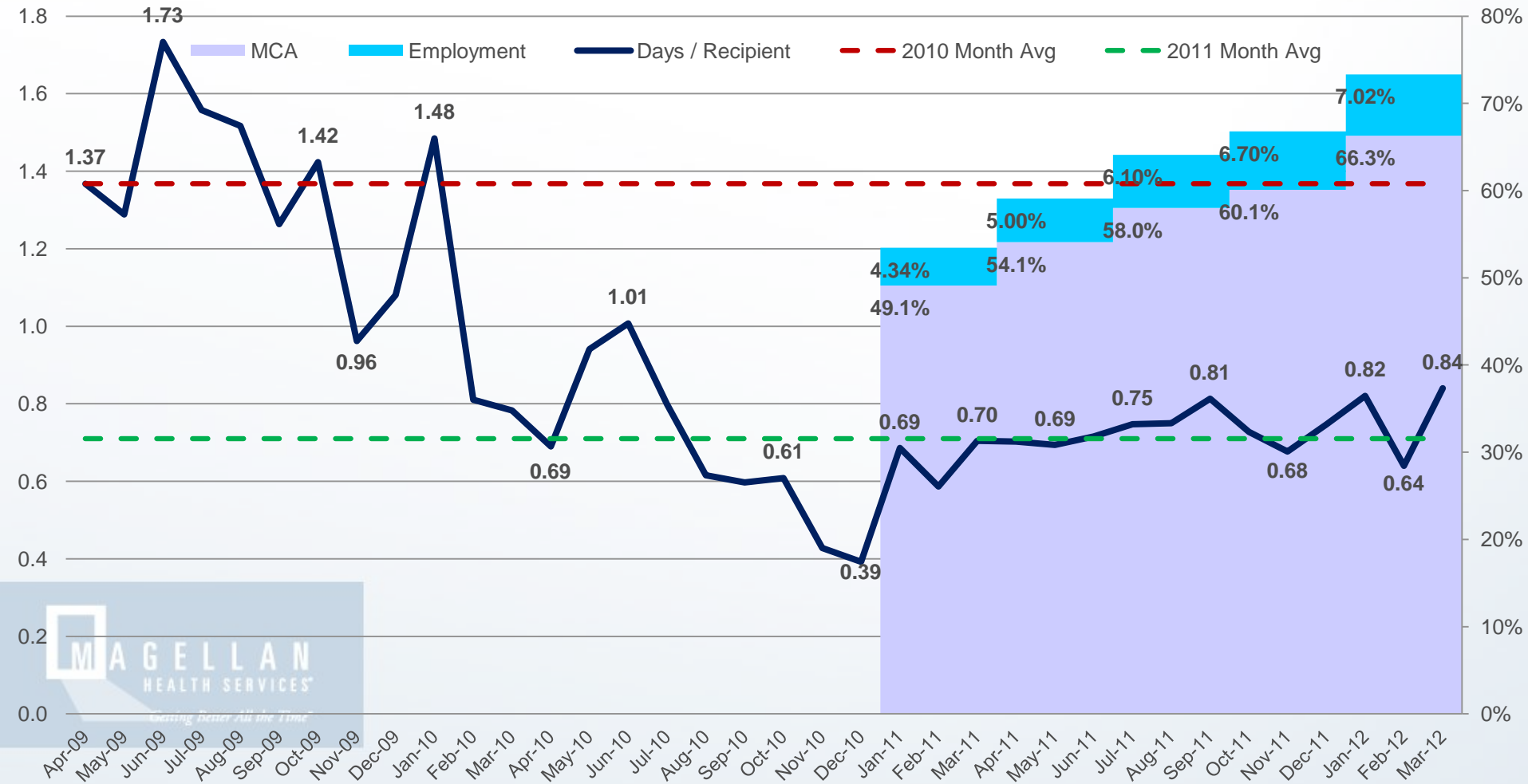
# CQI Principles

- CQI recognizes that most health care professionals are already deeply committed to the highest-quality work.
- Quality depends more on good system design, consistent long-term direction, adequate training, leadership, and follow-up—all management functions—than on individual motivation.
- CQI therefore uses a non-punitive team approach for quality management.



# “What gets measured, gets managed.” – Peter Drucker

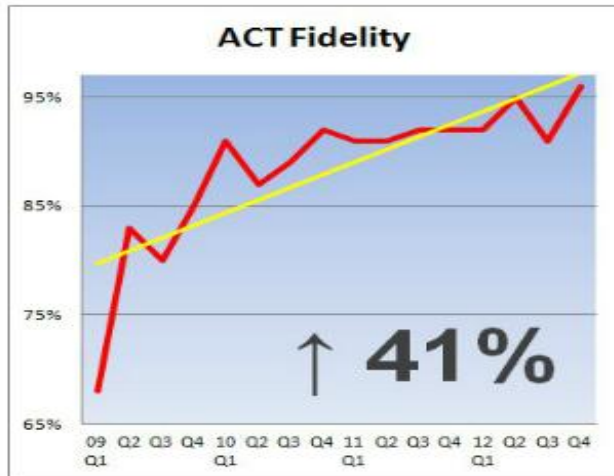
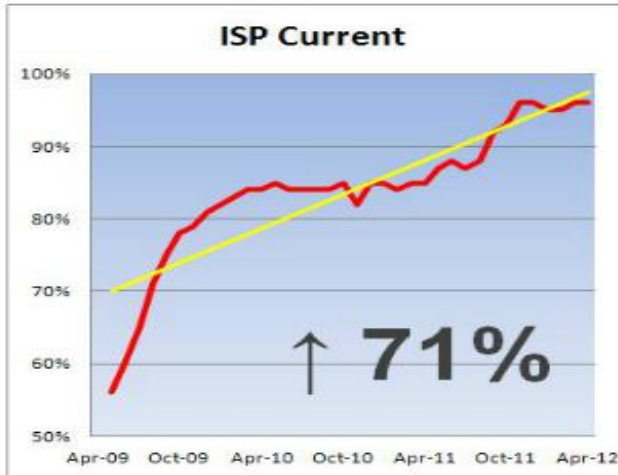
## ACT Outcomes (Level I Days Per Recipient, MCA & Employment)





# Show Me the Data!

Brief examination of some data measures currently tracked





# Benefits of Data

1. Provides quantifiable measure of performance;
2. Established a focus on meaningful outcomes and vital processes;
3. Offers consistent feedback;
4. Augments and/or supplants anecdotal assessment of performance;
5. Supports comparative analysis;
6. Allows analysis of a broad spectrum of outcomes and providers at individual, team, site, organizational and systemic levels; *and*
7. Creates an environment conducive to informed consumer choice.

# Harvard Business Review

## The Balanced Scorecard: January-February 1992

Previously, businesses had focused their report cards exclusively on financial measures, and this study moved business to incorporate:

1. Quality,
2. Customer satisfaction,
3. Innovation, *and*
4. Other key outcomes to achieve optimal performance.

They noted the inherent flaw with approaches that myopically pursued enhanced performance of a solitary metric to the detriment of the whole.



### The Balanced Scorecard—Measures that Drive Performance

Robert S. Kaplan and David P. Norton

What you measure is what you get. Senior executives understand that their organization's measurement system strongly affects the behavior of managers and employees. Executives also understand that traditional financial accounting measures like return-on-investment and earnings-per-share can give misleading signals for continuous improvement and innovation—activities today's competitive environment demands. The traditional financial performance measures worked well for the industrial era, but they are out of step with the skills and competencies companies are trying to master today.

other. They realize that no single measure can provide a clear performance target or focus attention on the critical areas of the business. Managers want a balanced presentation of both financial and operational measures.

During a year-long research project with 12 companies at the leading edge of performance measurement, we devised a "balanced scorecard"—a set of measures that gives top managers a fast but comprehensive view of the business. The balanced scorecard includes financial measures that tell the results of actions already taken. And it complements the fi-

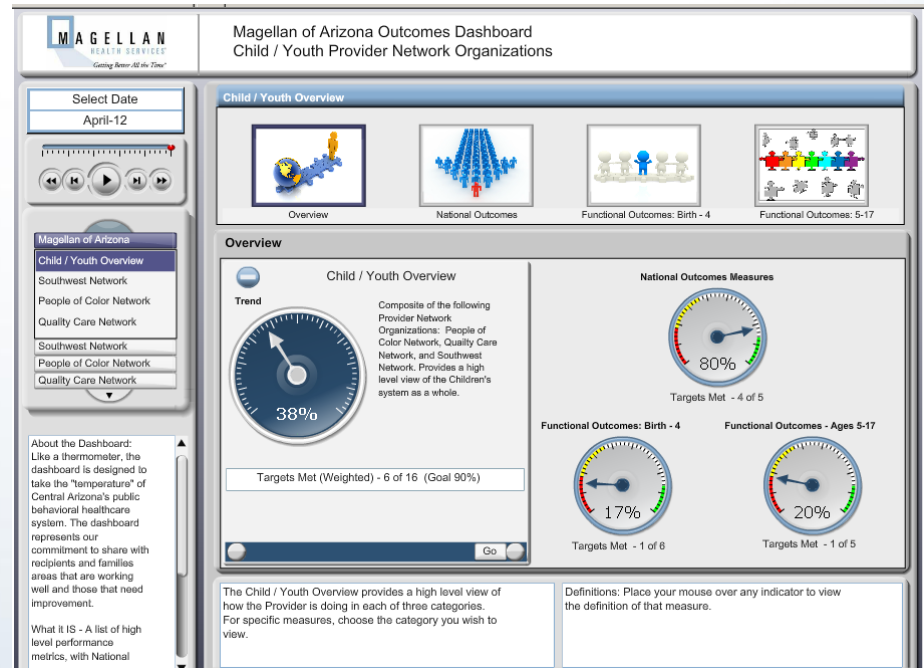
# Outcomes Dashboards & Scorecards

## Dashboard References and Resources

- Harvard Business Journal
- [ADHS/DBHS](#)
- [Magellan](#)

## Data Level

- Organizational Level
- Site Level
- Team Level
- Practitioner Level



# Data Sources

1. Audits
2. Surveys
3. DBHS Demographic Submissions
4. Electronic Health Medical Record
5. Claims
6. Authorizations
7. Incident Reports
8. Complaints
9. Internal Reporting
10. Dashboard Feedback
11. Interviews
12. Other...

# Evaluating Your Own Opportunities

**How can data help your organization and those you serve?**

- 1. What measures are important to you?*
- 2. Are there any readily available data sources?*
- 3. What would it take to get accurate data?*
- 4. How accurate is accurate enough?*
- 5. How would you format/present the data?*
- 6. Who will see the data?*

# Questions?

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Thank you!